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ABSTRACT

The booklet contains a report of a feasibility study for developing the Coqualeetza Indian Hospital at Sardis, British Columbia, into an Indian community center. As explained, before the white man arrived in Fraser Valley, the Indians knew "Coqualeetza" as the "place for cleansing;" Indian women washed their blankets at this spot, but it was more than just cleansing because it was symbolic of discarding old ideas and accepting new ones. The study examined the overall utilization of the Coqualeetza premises (a one-time Indian tuberculosis hospital) for an educational, cultural, and social center to be operated by Indians for the benefit of Indians. It was concluded that establishment of the center would be feasible from a physical, sociocultural, and economic point of view. (EJ)

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FEASIBILITY STUDY OF

THE COQUALEETZA INDIAN HOSPITAL

at Sardis, B.C. for an

INDIAN COMMUNITY CENTER

June 5, 1970

WESTERN CONSULTANTS

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RC 005047

COQUALEETZA INDIAN COMMUNITY CENTER

Table of Contents

		Page Number
I.	INTRODUCTION	1
	A. THE FEASIBILITY STUDY	1
	B. COQUALEETZA	2
	C. CRITERIA FOR EVALUATION	3
	D. OUTLINE OF THE PROJECT	5
II.	GENERAL ENVIRONMENTAL REVIEW	6
	A. THE LOWER FRASER VALLEY	6
	B. THE COQUALEETZA PROPERTY	8
	C. THE COQUALEETZA BUILDINGS	10
	D. ACCOMMODATION	12
III.	COQUALEETZA INDIAN COMMUNITY CENTER	14
	A. BASIC OPERATING PHILOSOPHY	14
	B. WHY COQUALEETZA?	15
	C. OPERATIONAL FACTORS	16
	D. PROGRAMS AND ACTIVITIES	19
	E. ACCOMMODATION REQUIREMENTS	23
	F. CAPITAL COSTS	26
IV.	ADMINISTRATION OF THE CENTER	28
	A. ORGANIZATION OF ACTIVITIES	28
	B. BOARD OF GOVERNORS	30
	C. LEGAL IDENTITY	31
	D. FACULTY AND STAFF	31
	E. COMMUNICATIONS	32
V.	STRUCTURE OF PROGRAMS SUPPORT	33
	A. FEDERAL GOVERNMENT	33
	B. GOVERNMENT OF B.C.	36
	C. MUNICIPAL SERVICES	38
	D. INDIANS	39
	E. VOLUNTEER AGENCIES	39
VI.	PROJECT EVALUATION	40
	A. PROGRAM SUMMARY	41
	B. SUMMARY OF COSTS	41

C. PROJECT FUNDING
D. BENEFITS
E. FEASIBILITY

VII. CONCLUSION

LIST OF CHARTS

Chart 1 Existing Property Plan

Chart 2 Existing Buildings Site Plan

Chart 3 Buildings Photographs

Chart 4 New Wing Floor Plans

Chart 5 Old Wing Floor Plans

Chart 6 Staff Residence Floor Plans

Chart 7 Misc. Buildings Floor Plans

FEASIBILITY STUDY OF
THE COQUALEETZA INDIAN HOSPITAL
FOR AN INDIAN COMMUNITY CENTER

I. INTRODUCTION

Western Consultants were commissioned to do a feasibility study of the Coqualeetza Indian Hospital at Sardis, B.C., with terms of reference to "examine the feasibility of a program to maximize the social, educational, and economic benefit to the Indian of an educational and cultural center".

A. THE FEASIBILITY STUDY

This study was commissioned by the Education Committee of the Indian Homemakers Association comprising Mr. Wilbur Campbell, chairman; Chief Gordon Hall, member; and Mr. Benjamin Paul, member. The terms of reference for the study were set out in a proposal from Western Consultants to this committee on March 19, 1970.

This study complements an earlier feasibility study of a laundry business using facilities located at the Coqualeetza complex. The earlier study, commissioned on March 1, 1970, culminated in a report "Economic Evaluation of the Coqualeetza Indian Hospital Laundry, Sardis, B.C.," on March 24, 1970.

This study examines overall utilization of the Coqualeetza premises including the laundry facility for an educational/cultural/social center to be operated by Indians for the benefit of Indians.

The Education Committee have the support and understanding of several Indian organizations for this project: the Indian Homemakers Association, the North American Indian Brotherhood, the South Vancouver Island Tribal Federation, the Union of B.C. Indian Chiefs: several Indian bands in the Lower Fraser Valley region including the Skulkayn Indian Band; and several local non-Indian community service groups.

The work of the assignment included interviews with numerous persons in the Chilliwack area, Vancouver, Victoria and Ottawa. Discussions were held with:

1. Federal Government officials in the departments of: National Health & Welfare, Secretary of State, Regional Economic Expansion, Manpower & Immigration, Indian Affairs, Justice, Labour, Public Works, The Canada Council; and with members of the Parliamentary Standing Committee on Indian Affairs.

2. Province of British Columbia officials in the department of: Agriculture, Education, Health, Hospital Insurance, Provincial Secretary, Recreation & Conservation, Social Welfare, Land Registry Office; with the chairman of the First Citizen's Fund Committee, and with a member of the Centennial Culture Fund committee.

3. Local municipal and city representatives: the two mayor the fire marshall, the planning engineer, the assistant township clerk, the chairmen of the regional hospital, and the secretary of the school district.

4. Interested local citizens representing: the Tabor Home Society, the Chilliwack Council of Women, the member of Parliament and with interested Indians.

Considerable assistance was provided by Dr. Karl Peter, assistant professor of Sociology at Simon Fraser University, particularly in preparation of background material setting out the need for an Indian Community Center, and in general guidance during the course of the study. The overall feasibility study now completes with this report.

B. COQUALEETZA

Coqualeetza is located in the village of Sardis within the District Municipality of Chilliwhack, some 65 miles to the east of Vancouver along the southern bank of the Fraser River. The Coqualeetza property has been administered by the Department of National Health and Welfare, Medical Services Branch as an Indian tuberculosis hospital. The successful correction of this disease has now eliminated the need of Coqualeetza for this purpose.

The term "Coqualeetza" has interesting connotations. Use of the term was explained in "The Coqualeetza Story" prepared by the hospital staff in 1956. This story explains that before the white man arrived in the Fraser Valley the Indians knew Coqualeetza as the "place of cleansing". Indian women washed their blankets at this spot, presumably in the Luck-a-Kuck creek. Besides cleansing however, this washing of blankets was symbolic of discarding the old and beginning the new and "this idea of exchanging old ideas

for new has been developed throughout the story of Coqualeetza".

In keeping with the Coqualeetza tradition of discarding old ideas for new, the Indian Education Committee plan to use the property to overcome existing weaknesses in the formal education system. This report examines the feasibility of their plans.

C. CRITERIA FOR EVALUATION

The bases for evaluation of the Coqualeetza Complex are:

1. Objectives.

Due to various social and cultural obstacles that have emerged, Indians generally have not benefitted from the formal educational system as expected. Indian organizations and affiliated groups plan to use Coqualeetza in a special way to up-grade Indian adults and young adults so they can proceed through the formal educational system and can enter into gainful employment. The Indian objectives are to develop a complex which will complement, not duplicate, the formal educational system. The aim of the project therefore is to assess the feasibility of the Coqualeetza hospital facilities in terms of the development of Indian human and cultural resources. The project is people and community oriented and intends to initiate progressive and constructive action on the individual and community level. It will provide Indians with a basis with which to accomplish economic and social development. The specific objectives are to:

a. Maximize the social/educational benefits to people of Indian ancestry (status and non-status Indians), and to reduce unemployment among Indians.

b. Improve the general educational level of Indians.

c. Stimulate cultural, political, and economic self-determination among Indians.

d. Develop a practical approach to up-grading of Indian students with fundamental recognition of their cultural and ethnic background.

e. Utilize existing Coqualeetza facilities with minimum alteration and expenditures over the next five years.

f. Protect the vacant lands for future requirements of the complex.

g. Retain Coqualeetza as an attractive institution which will be a credit to Indian peoples, and a major asset to the local community.

h. Encourage involvement and support of the non-Indian community in the activities of Coqualeetza.

i. Operate and administer the Center by Indians.

2. Development Concepts

The projected use of the Coqualeetza property and facilities considers the site conditions, and the economic, social, and environmental factors. Since land availibility is not a major factor in the short-term period, the plans envisage a moderate rate of development. The planned use of the facilities consider the needs for classroom and workshop activities, commercial activities, and residential requirements.

The Coqualeetza property currently is zoned by the municipality of Chilliwhack as agricultural land although the surrounding properties are zoned residential. A new zoning bylaw is expected to re-zone the entire property for urban dwelling to include existing and contemplated institutions at Coqualeetza. Although the property is Federal Crown land and as it is likely to remain so, the municipal zoning laws will not apply; however, the Indians plan to utilize the property for purposes which will complement the surrounding area and be a credit to the community.

3. Feasibility

This evaluation of Coqualeetza examines the feasibility or practicability of using the premises in accordance with objectives that have been established by the Indian Education Committee.

The primary criteria for evaluation as established by this committee is educational and social in terms of the long-term needs of Indians and these benefits cannot be measured directly in dollars. The feasible uses of the property are therefore based upon the educational requirements of Indians and the need to develop

this human capital resource. Coqualeetza will be an investment in human capital: the direct benefits will be improved quality and quantity of labour skills, and employment. The indirect benefits will be monetary over the long-term period.

D. OUTLINE OF THE PROJECT

The Indian Education Committee plan to create an Indian Community Center, while engaging in intense educational and cultural activities. The project is multi-purpose and includes activities such as: arts and crafts, a cultural museum, community development, social and family services, upgrading of Indian school dropouts, vocational upgrading services, a senior citizen home, and a commercial laundry business.

Initial plans for use of the property and its facilities cover a five-year period. Within this five-year period, the programs have been planned to make best use of the existing facilities with minimum expenditures for renovations and new buildings. The schedule for development of the program has been planned at a rate suitable to the human resources that will be available to administer the complex.

The relevant social factors pertaining to Indians in British Columbia indicate the urgent need for educational facilities with a high content of cultural and ethnic activities so that learning will be achieved in a familiar atmosphere.

The development plans centre around the existing buildings on the southeastern portion of the property, vacant land is to be left available for future planning. The plan makes the best use of the existing premises for the five-year period and gets something initiated for the benefit of Indians with minimum expenditures. Recommendations for financing are obviously within the responsibilities of the two senior governments and suggests also potential support from private foundations.

Administration of the Coqualeetza Indian Center will include close liason and personal contact with Indian communities throughout the province. Cultural activities will encourage visits of Indians to the center.

II. GENERAL ENVIRONMENTAL REVIEW

Economic and social data of the general municipal area and of Coqualeetza are presented here as a background material.

A. THE LOWER FRASER VALLEY

The Lower Fraser Valley extending from Hope to the Pacific Ocean comprises a major portion of the industry and agriculture of the province. Industry in this area is stimulated by improved highways, expanded port and rail facilities, and a concentration of population. The present population, exceeding one million persons, comprises about 55% of the provincial total.

The climate and above average fertility of the land are conducive to profitable cultivation of many crops, and this area is easily the most important farming region in the province. The Coqualeetza Indian Hospital at Sardis is located in the centre of this valley.

1. The Regional District

The Fraser-Cheam regional district comprises generally the area from Chilliwack to Hope. The major trading centre of this regional district is the city of Chilliwack, located about 3 miles from Sardis. The municipality of Chilliwhack includes the city of Chilliwack and the villages of Yarrow, Vedder Crossing, Sardis, and Rosedale. For public services the Sardis area falls within the jurisdiction of the municipality.

2. Public Services

The service amenities and facilities provided by public and private institutions are summarized here.

a. The municipality provides fire protection and hospital services.

b. Power and natural gas are supplied by B.C. Power and Hydro Authority.

c. Police protection is provided by an R.C.M.P. detachment located in the city of Chilliwack.

d. A volunteer fire brigade of 94 volunteers and 2 full-time employees services the area. Fire protection for Coqualeetza is provided also by the

nearby armed forces camp.

e. Water facilities are provided by the Elk Creek Waterworks Co. Ltd.

f. Telephone facilities are provided by the B.C. Telephone Company.

g. Sanitary sewers service the city of Chilliwack and a portion of the municipality but not the Sardis area. The municipality plans to present a by-law within the next 1 to 2 years for a general sewage system to service the Sardis area.

h. Garbage collection is provided by private companies.

i. Other services include a newspaper, banks, a radio station, and several service organizations.

3. Economic Activities

The main sources of employment in the Chilliwack area are in the trade industries, in community and business industries, and in public administration and defense. Agriculture is the leading industry in the area and provides milk and other dairy products for the lower mainland market. The armed forces base at Chilliwack located within one mile of the Coqualeetza property, has an annual payroll exceeding $5,000,000. An attractive tourist industry centering around Cultus Lake some two miles distant helps sustain the local economy.

4. Climate & Topography

The topography of the general area is a relatively flat, low elevation valley floor ranging up to 50 feet above sea level which has to be dyked against the sea and river waters.

The climate is moderate with small seasonal temperature fluctuations and moderate to heavy rainfall and snow. Average annual percipitation is 72 inches with most of this occurring in the winter months from November to March. During this period, the water table is high and extends to within a few feet of the surface. The average annual temperature is 50 degrees F., with summer temperatures ranging up to 80 degrees F.

The soil along the Luck-a-Kuck Creek, bordering the

Coqualeetza property, is essentially stream deposits made up of gravel and sand mixed with clay silt. The soil is suitable for farming and residential construction, and has proven satisfactory for the installation of septic tank sewer systems.

5. Pollution

The Pollution Control Board of British Columbia has prescribed quality standards for both domestic and industrial sewage discharges entering the Fraser River System. Quality control standards, dated Feb. 2, 1968 were issued by the Pollution Control Board for the area of the Fraser River from the ocean to the town of Hope. The policy of this board as it concerns the municipality of Chilliwhack is summarized as follows:

a. Not less than primary treatment and chlorination of all new sewage discharges.

b. Not less than primary treatment and chlorination facilities shall be operative by January 1, 1975 on all existing works.

c. Industrial effluent shall, when of an organic nature, receive comparable treatment to that required for sewage for the same river beach.

d. Discharges into small creeks and streams, backwaters and sloughs in the Lower Fraser Valley water shed may be permitted following secondary treatment with chlorination and such other treatment which may be deemed necessary to safeguard the stream.

These Pollution Board requirements indicate that the Coqualeetza facilities will by 1975 require secondary sewerage treatment, or be tied in with a general sanitary sewerage system which the municipality might have completed by that date.

B. THE COQUALEETZA PROPERTY

General data pertaining to Coqualeetza are:

1. The Property

A certificate of Indefeasible Title is registered in the name of Her Majesty the Queen as title #319541E, Register Volume 1253, registered 28 December, 1953 in the New Westminster Land Registry Office. The property comprising

58.054 acres is described as Lot "L" of Lot 38 of Group 2 Plan 13989 of the New Westminster District.

A layout of the property is attached as Chart 1. Note that a subdivision plan and road called the "Coqualeetza Road" was once registered on the southern portion of the property. This subdivision and road have been removed from the title and the title is now free of this encumbrance. Current encumbrances on the property appear to be:

1. A road running from east to west which cuts off about 22.57 acres on the northern end of the property filed on Ref. Plan 12698 in April, 1925.

2. A pipeline right-of-way along the western portion of the property registered as an easement in Ref. Plan 14879 filed April, 1956. This easement is for a pipeline to carry industrial effluent discharge from the Fraser Valley Milk Producer's plant to the Fraser River drainage system.

2. Physical

The topography follows the soil conditions for the general area and consists of a deep topsoil over sandy gravel base which has been quite suitable for septic tank sewages purposes. The property has a high water table level but the drainage is good and the existing water pumps have been able to keep the main buildings' basements quite dry. The property has storm sewers draining into the Luck-a-Kuck Creek which runs generally along the western border of the property.

The Coqualeetza property is not in a flood area. Road access is good and entrance is gained from Vedder Road and Wells Road. There are no overhead power lines on the property and no apparent industrial air pollution or offensive odours to disturb the area. A railroad touches the south western portion of the property but this rail link is seldom used.

3. The Assets

The buildings have been built on the south eastern portion of the property, with ample space left for the movement of traffic. A sketch of the existing buildings' layout is attached as Chart 2.

The vacant land of approximately 32 acres is leased to

the Spring Bank Dehydration Ltd. Company for a 4-year non-renewable lease period which expires February 28, 1971. The present lease covering about 32 acres rents for $700.00 per year and the company pays municipal taxes.

4. Valuation

The current market value for land in the area approximates:

a. $5,000.00 per acre for un-improved land.

b. $50.00 per front foot for subdivided lots along Vedder Road.

c. $10,000.00 for ½ acre lots along the Luck-a-Kuck Creek.

On this basis the market value for the land would range from $300,000.00 un-improved to about $700,000.00 improved. The municipality places a nominal assessment of $21,020.00 on the land.

Market values for the buildings are difficult to value because the premises have limited use. Replacement value for the buildings and equipment is estimated generally to be in the range of 2½ million dollars to 3½ million dollars. The municipality places a nominal assessment of $545,740.00 on the buildings.

C. THE COQUALEETZA BUILDINGS

Pictures of the existing buildings and of a model of the buildings' layout is attached as Chart 3. A description of these buildings follows:

a. The new wing is a three floor re-inforced concrete building with full basement. This building is in very good condition and well maintained. The second and third floors are designed as nursing floors with the main floor devoted to administration facilities. Alterations to the new wing would, because of the type of construction, be costly and plans should therefore utilize this building with minimum alterations. The building opened in 1954 and replaced an older wing which was destroyed by fire in November of 1948.

b. The old wing was built in the mid-1920's. It is of

frame construction, brick veneered, four floors and no basement. The old wing has been well-maintained but, it is a fire hazard and is not suitable for residential purposes. With some fire protection modifications and better lighting it is suitable for classroom purposes for a period of five years or so. The long-range plans for this building should provide for it to be demolished.

c. The laundry and power plant building is in good condition and has ample capacity. The power plant has three boilers, gas-fired with fuel oil standby, anyone of which could provide sufficient steam to keep the Coqualeetza buildings in operation under normal circumstances. The laundry room has ample space for expansion. With present equipment and a staff of 7 persons the laundry is capable of producing up to 60,000 lbs. of laundry per month on a one shift, five-day operation.

d. The nurse's or staff residence comprises 28 bedrooms and a matron's suite on two floors and is in very good condition. The building would be suitable for nursing-care type of residence. It does not have adequate dietary facilities but this service could be provided in the main buildings a relatively short distance away.

e. The prevetorium is an old building in poor condition and not suitable for anything other than storage. It is a fire hazard and should be demolished.

f. The recreation hall, "Snookwa", formally a barn moved to the existing location, was built prior to 1920 but it is in good condition and well-maintained. It is a two-story frome building with concrete floor and foundation. It has been used for workshop facilities and would be suitable for training of craftsmen and as a center for an arts and crafts industry.

g. The residential units comprise three old houses and two new houses. A large old frame house situated along Vedder Road is in good condition and would be suitable for dormitory type residence. Two old small frame houses are in fair condition and also would suffice for dormitory residence for a few years although they ultimately should be demolished. Two newer houses, built about 1954, each contain 4 bedrooms and are in good condition. These latter two buildings are suitable for staff residence.

h. The existing sewage disposal system comprises an IMHOFF engineered septic tank (primary treatment) including a chlorinator and discharges into the adjacent Luk-a-Kuck

Creek. The septic tanks were installed approximately 1954 and there has been no problem in their operation.

i. Other buildings include several garages, a garbage building, a root house and a greenhouse most of which are of concrete block construction with flat roofs.

The buildings, with the exception of the five houses, are steam heated from the central steam plant. The two small old houses have self-contained oil furnaces. The two new houses and the large old house have self-contained gas furnaces. All buildings are serviced by hydro and water.

D. ACCOMMODATION

The main floor of the new wing has an adequate reception and general office and a number of smaller offices quite suitable for faculty and staff. One larger room is suitable as a small conference room. The second and third floors of the new wing comprise two sizes of rooms which can accommodate either two beds or four beds. Adequate toilet facilities exist on the second and third floors but there is no facility for showers or baths. The new wing floor layout is attached as Chart 4.

The top three floors of the old wing have large rooms that are adequate for classrooms. Temporary walls separate these large rooms which could be removed to provide very large classrooms. The main floor consists of the kitchen, dining room and several small offices. The entire main floor except the kitchen should be barred to provide adequate dining room space and to act as a central assembly hall. The old wing floor layout is attached as Chart 5.

The nurse's or staff residence has 28 small bedrooms each with a capacity (crowded) of two persons per room. The main floor is suitable for nursing care residence. The top floor is suitable for dormitory type residence. The west end of the main floor has a large self-contained suite and a large living room which is quite suitable for staff residence and for general reading and lounging purposes. The staff residence floor plans are attached as Chart 6.

Floor plans for the remaining buildings: "Snookwa" Hall, the power/laundry plant, and the residential buildings are attached as Chart 7.

A summary of the available accommodation suitable for classroom and dormitory use follows:

Summary of Accommodation

Building	Floor	Accommodation
New Wing	Basement	Full concrete basement.
	Ground	Reception area, general office area, 16 small conference rooms, laboratory, four toilets.
	Second	15 small (2 bed) rooms, 6 large (4 bed) rooms, washroom area, two toilets.
	Third	17 small rooms, 8 large rooms, washroom area, two toilets.
Old Wing	Ground	8,000 sq. ft. for dining and kitchen, 1,000 sq. ft. of misc. space, five toilets.
	Second	7 classrooms (4100 sq. ft.), 5 small offices, toilet room, bath room.
	Third	5 classrooms (2700 sq. ft.), 5 small offices, toilet room, bath room, attic storage.
	Fourth	3 classrooms (2000 sq. ft.), toilet, storage.
Staff Residence	Main	Matron's suite, living room, reading area, kitchen, toilets, 13 rooms.
	Second	Storage, toilets, 15 rooms.
Snookwa	Ground	Area: 30' X 60' divided into 3 workshops.
	Second	Conference room, kitchen, two toilets.

Snookwa	Attic	Storage.
Large House	Basement	Full concrete basement, heater unit.
	Main	Kitchen, toilet, 4 large rooms.
	Top	Bath, toilet 3 large rooms, 1 small room.
Old House	#4	4 bedroms, kitchen, bath.
Old House	#3	2 bedrooms, kitchen, bath.
New House (2)	#1, #2	Full basements with heater units, kitchens, living room, bath. Each has 4 bedrooms.

II. COQUALEETZA INDIAN COMMUNITY CENTER

The programs and activities at Coqualeetza will be structured around the educational needs of Indians and will in the first five-year planning period make best use of the existing premises with minimum alterations. The basic programs planned for the Center and the accommodation requirements are outlined in this section.

A. BASIC OPERATING PHILOSOPHY

The basic premise underlying the operating philosophy of Coqualeetza is that no amount of money or material aid given to Indians will effectively change the present status unless Indians are given a chance to direct and determine their own development. This premise is derived from extensive studies of socio-cultural changes in

traditional societies.

Where acculturation has affected traditional societies as extensive as is the case with Canadian Indians, the society in question undergoes two development phases. The first phase is that of withdrawal. The individual members of this society reacts to the new non-native institutions of the dominant society through apathy and non-involvement. Canadian Indians went through this phase during the last 100 years.

The second phase is that of innovation. Under given conditions of freedom and self-determination acculturated traditional societies will develop innovative capacities which will enable them to resolve their existential problems. This search for solution takes the form of re-structuring their own socio-cultural organization as well as creating adequate relations with the dominant society. The term "integration" as opposed to "assimilation" is most often used to describe these innovative stages.

One basic fallacy in the discussion on Indian policies is the assumption that there might be one solution to the problem - or in our terminology - one innovative direction in Indian integration. Indian diversity throughout Canada is greater than the diversity of the non-Indian population. It follows that many innovative directions might be developed by Indians depending on region, type, kinship, urban or rural factors.

The idea of the Indian Community Center at Coqualeetza therefore attempts to create conditions under which Indians have an opportunity to enter the phase of social innovation and it does so on a limited basis taking similar regional, tribal and economic conditions into account.

B. WHY COQUALEETZA?

The question arises why there is a need for an educational and cultural center like Coqualeetza? After all the Indian Affairs Branch administers various educational programs for the Indian population. One reason that justifies the existence of such a center was given earlier. Indians must become socially, economically and culturally innovative either on an individual or community basis to integrate. Coqualeetza as an institution can provide the impetus for such an innovative phase.

Another even more compelling reason for the existence of an institution like Coqualeetza derives from the administrative limitations of the Federal Indian Affairs Branch. Like all bureaucracies the Branch works according to rules and regulations which in their formal and impersonal nature do not apply to a great many individuals. The problems of many Indians and Indian

communities simply cannot be summarized under rigid bureaucratic measures and it is exactly this limitation of the bureaucracy that leads to a great number of hardship cases and misopportunities.

The extent of the problems and the persons that cannot be dealt with by the bureaucratic structure is very large indeed. To minimize these problems and to reduce the number of people affected by them would mean to make giant steps in changing Indian conditions for the better. Coqualeetza is dedicated to this task.

To illustrate the above point, one needs only to remember that over 90% of Indians drop out of school before reaching Grade 12. Most of these students never receive any counselling or other incentive to return to school. Most of them simply do not have an opportunity for schooling even if they wanted to.

A great many adult Indians desire vocational training but are unable to do so because the entrance educational requirements are too high. These Indians have little opportunity for upgrading their educational level to the point that they will be accepted at vocational schools.

Many Indians released from correctional institutions return into society with good intentions but find little opportunity for further education and little help in terms of adjustment. Soon they fall into the vicious circle of becoming repeaters. The Indian Affairs Branch in dealing with these people in terms of their burecratic classifications (e.g., treaty Indians, non-treaty Indians, Metis, registered and non-registered), simply are unable to cut through the maze of this bureaucratic labyrinth.

Coqualeetza is an attempt to fill this void where other structures have been unable to act. The Center will be used for the benefit of peoples of Indian ancestry regardless of their classification.

OPERATIONAL FACTORS

The curriculum of programs provided at the Center will be comprehensive and consider items such as: Indian identity, culture, spiritual development, history, integration, social isolation, psychological development, political autonomy, and economic development.

1. <u>Role of the Center</u>

   The role of the Center is to operationalize the philosophical

aspects mentioned above through concrete programs and activities. The Center will not solve the problems of Indians but rather it will impart knowledge to Indians so they might better able solve their own problems. The aim is to develop leadership qualities among Indians so that upon returning to their reserves they will encourage community activities in the remote sections of the province. Essentially, the role of the Center is to teach Indians to develop and guide their own destiny. Indians will make mistakes in this process but they will profit from this experience and gradually rely less upon guidance from the non-Indian community.

2. Culture

The learning environment will encourage individuals to develop their own unique capabilities based upon their cultural heritage. The curriculum will be developed by Indians. The total effect of the Center: its physical characteristics, learning activities, living arrangements, administration, recreational and cultural activities will be directed toward enhancing the individual's freedom to learn, to experience the history of his ancestors and to anticipate his future development.

The main emphasis of the Center will be on cultural learning, where Indian students will recognize what it means to be an Indian and how this will help him live in a society dominated by non-Indians. The programs will operate with basic culture in mind and will therefore not duplicate the programs of existing institutions; they will supplement and complement the regular educational system. Graduates from the Center will be better able to enter the formal educational institutions and better able to survive in this strange learning climate.

3. Assessment and Orientation

The staff will provide continuous guidance and cousel and will attempt to understand the students' basic problems and to discuss adjustment problems with them. This basic assessment and orientation programming will:

a. Provide on-going, up-grading programs to enable Indians to improve their educational levels.

b. Encourage students to select courses suitable for their own future development.

c. Make students aware of different cultures and prepare

for adjustment to the non-Indian society.

d. Provide a bridge between Indian and non-Indian cultures.

e. Encourage school drop-outs to re-enter the educational process and continue their learning in the non-Indian society.

4. Esprit de Corps

Activities at the Center will be designed to encourage a feeling among students of belongingness. To this end the activities will include:

a. Illustrating the importance and potential for development of the handicraft industry.

b. Holding of conferences and conventions at the Center.

c. Group activities in a common meeting room to include the senior citizens and the younger students.

d. Encouraging students to partake in the maintenance of their grounds and buildings.

The basic objective in these activities is to create an esprit de corps, to encourage group participation in the work of the Center. Students will realize that the future development of Indians lies with the knowledge and social relations generated within the Center, and this will develop a sense of pride and loyalty.

An incidental by-product of the group activities will be one of minimizing the operating expenditures required for the maintenance of grounds and buildings. The Center will need only a skeleton staff of janitors, kitchen help, carpenters, gardeners and nurses.

5. Students

Basically the students will be young adults who have become school drop-outs and are unable to face the ordeal of re-entering the institutions they left. The student body will include also those adults who wish to learn a trade and gain useful employment, and inmates released from reform institutions who are in desperate need of training and guidance to equip themselves for work in the non-Indian world.

Most of the students will be recruited by communication

workers operating from the Center who will continuously visit reserves and reform institutions throughout the province and encourage Indians to visit and stay at the Center. The communications program will thereby become an important vehicle for creating the student body.

6. Senior Citizens

Indians are very concerned about their elderly people and are reluctant to have them enter old age homes. However, there will be a number of senior citizens who through circumstances cannot be handled by their families and friends and must leave their native surroundings. The Center will be equipped to handle from 12 to 20 of these senior citizens.

The senior citizens will provide an important contribution to activities of the Center. They will be the link between the present and the past, they will provide the cultural background for the Center. The senior citizens will be encouraged to mix with the young adults and to relate tales and experiences of Indian legend, thus, culture and history will be perpetuated in Center activities.

Additionally, the care required by the senior citizens will provide experience to the social and family service program students. These students will have the advantage of learning to handle and care for their own people, and the elderly people will have the advantage of nursing care provided by people who understand their problems.

D. PROGRAMS AND ACTIVITIES

The Center will provide a number of programs and activities, thus it will be a multi-purpose institution with a basic underlying educational motif. These various programs are:

1. Arts and Crafts

The Arts and Crafts program will provide craftsmen training in areas such as carving, painting, basket weaving and bead work to Indians who can then return to their reserves to work in their trade. The program will encourage Indian master-apprentice relations in the various crafts.

This program will explore also the potential for marketing of handicraft items and will act as a focal point for development of this industry throughout Greater Vancouver and the province. A small display museum and warehouse will be maintained at Coqualeetza for operation of this industry

and to handle the local tourist trade. This program will not duplicate the apparent need in Vancouver for an Indian pavilion as a major seat for university courses and as a tourist center.

Snookwa Hall is intended as the location for the Arts and Crafts program. The ground floor can be used by craftsmen and during good weather some of their activities such as totem-pole carving can take place outside in the surrounding grounds. The second floor of Snookwa Hall can be utilized for handicraft displays and as a warehouse unit. The attic can be used for storage.

Handicraft courses will range from two weeks up to a period of one to two years. Initially, the program will start with one or two craftsmen teachers and then build up to five or six. With a student/teacher ratio of about ten to one, the program will eventually handle up to 50 students at one time.

2. Community Development.

The intention of the Community Development program is to develop leadership qualities among Indian people. This can be done through courses in substantive areas like band management, legal matters, real estate, tourism, forestry, mines and minerals, ranching and industrial development which should also include the social psychological preconditions, effective community initiative and community organization. The program initially will comprise short-duration courses ranging up to six weeks and eventually include courses of a longer duration.

The Community Development activities will be structured to bring students together after classes, to encourage them to participate with one another and with the senior citizens in cultural and recreational activities at the Center.

In its initial phase this program will require the services of a full-time program director to develop the curriculum, to plan the field activities required to support the program, and to recruit staff and volunteer workers.

In its implementation phase the program will train students in community development activities, and to assist in a follow-up program to encourage students upon returning to their reserves to organize community activities. Permanent communication workers operating from the Center will visit the reserves and work with the students in stimulating community development work. The communication workers will be knowledgeable in the various federal and provincial government

programs and other programs of technical and monetary support that can be applied to activities on the reserves.

A proposed social/economics research program will attempt to create an inventory of human and material resources within Indian communities. The findings of this research project will provide the necessary data for developmental aid. The project will also provide community workers with the experience and knowledge of problems of Indian communities throughout the province.

3. Social and Family Services

The intention of this program is to train women in social and family activities. The program will be assisted by the Indian Homemakers Association. Sutdents for this program will reside on the second floor of the staff residence, and they will work with and service the senior citizens who are resident on the main floor of the same building.

Courses of instruction will include geriatric care, preventive medicine, welfare assistance, job opportunities, home economics, and other activities associated with the community and family life. The instruction will be given in classrooms located in the old wing. The formal classroom instruction will alternate with relative practical experience on the community level.

Upon graduation students will return to the reserves and work much in the same way as the community development students mentioned above. Communication workers operating from the Center will visit the reserves to keep the students abreast of current developments, and to encourage continued work on the reserves.

The Center will need a core of full-time staff comprising three to four community development workers and a large roster of volunteer or part-time workers to make up the teams for visiting reserves. Since communications is a basic part of the program, the visiting teams will require audio/visual aids and other such equipment to accomplish their work.

4. Academic Up-Grading

This program is primarily an up-grading of academic requirements for students who have dropped out of the regular provincial institutions. Initially, programs will be taught at the first and second levels, eventually all levels, from

one to four, will be taught at the Center as a basis for entry into college.

In the initial phases, one or two full-time prople will be required to plan in detail the requirements for staff, the curriculum, and its certification with the regular provincial educational system. Eventually three to four teachers will be hired to provide basic education in mathematics, English, and in science, all of which will be taught with a cultural content in mind.

The Academic program will be on-going throughout the entire year. Initially, the program will handle about 10 students and build up to about 50 students. Classes will be taught in the old wing classrooms and lab experiments will be taught in the new wing laboratory.

A proposed educational research program will endeavour to ascertain the educational needs of Indian communities covered by this program.

5. Vocational Services

This program operates similar to the Academic program except that it will accommodate students more interested in the vocational or technical trades. The program is not intended to provide vocational training that is available at provincial vocational schools but rather up-grade students so that they may then enter the regular vocational schools.

Experience has shown that the basic problem in Indian vocational training is not the training as such but the preparation and up-grading of those whose educational standard is too low to take the vocational training. It is to this very large group of Indians that the Center intends to offer its services.

An additional problem in vocational training is the inability of many trained Indians to establish employment relations. Through a guidance and counselling service the Center hopes to create stable employer and employee relationships.

The program will require the immediate services of a full-time instructor to develop the various programs and will eventually require the services of two or three craftsmen. The Center will also provide follow-up services to counsel the students who enter regular vocational training and those who gain regular employment.

6. Senior Citizens

This program is intended to accommodate senior citizens who require attention which cannot be provided in their home environment. The senior citizens will live on the main floor of the staff residence and will be serviced by the Family and Social program students who reside on the second floor of the same building. Kitchen facilities on the main floor can be used by those elderly persons who feel the need for some independence in the preparation of their meals otherwise meals will be provided in the main cafeteria of the old wing located a short distance away.

The Social and Family program students will be taught the type of foods required in the diet of senior citizens and the senior citizens will benefit from the diet with which they are normally accustomed. It will be necessary to complement the services provided by the Family and Social students by a full-time nurse and the services of two or three full-time nurse's aides.

Initially, the program will handle about 12 senior citizens and will build up to a capacity of about 20 senior citizens.

7. Laundry Business

A commercial laundry business will operate from the Coqualeetza Indian Center, and use the facilities of the laundry building adjacent to the power plant. The economics and feasibility of operating a commercial laundry business were outlined fully in a report entitled "Economic Evaluation of the Coqualeetza Indian Hospital Laundry", prepared by Western Consultants for the Indian Education Committee on March 24, 1970.

The basic objectives of the commercial laundry business are to provide a business model for showing students how to operate a business, how to handle customers, how to bill the customers, how to service the business accounts, and other similar business practices. The business will be profit oriented and will absorb its fair share of the maintenance and utility costs of the Center. The profits will be ploughed back into the business or allocated to the overall operation of the Center.

The existing laundry equipment has more than sufficient capacity to handle outside commercial business in addition to the requirements of the Indian Center. The above mentioned feasibility report projects costs required for expanding

this capacity in the event of business build up.

8. Other Activities

Other activities that can develop in the Center over the long-term period are:

a. Recreation activities such as: skating, swimming, lacrosse, hockey, and golf.

b. Teacher training to provide background in Indian culture and history for those who may be teaching in a predominantly Indian community.

c. An Indian/non-Indian cultural exchange program.

E. ACCOMMODATION REQUIREMENTS

Plans for the use of premises at Coqualeetza were developed with the objective of using existing space to its best use with minimum alterations and additions. The requirements for space are set out herein for two phases of the first-year planning period:

a. An initial phase covering the first year of operation.

b. An interim phase of four years following the initial phase.

A third phase, the continuation phase, follows the first five-year period.

1. Student Enrollment

The student enrollment is projected as follows as a basis for calculating the requirements for residential and classroom accommodation.

	Initial Phase	Interim Phase	Continuation
Arts & Crafts	5	25	50
Community Development	10	25	50
Social & Family	10	25	50
Academic	10	50	100
Vocational	5	25	100
Senior Citizen	-	-	-

National Building code specification of 20 sq. ft. per person for primary and secondary classroom space, is sufficient to handle 440 students. Classroom space is therefore not a problem.

3. Residential Accommodation

Sufficient residential accommodation now exists at Coqualeetza to handle 165 resident students as follows:

New Wing (top 2 floors)	100 students
Large old House	25
Two old Houses	10
Top floor staff residence	30
	165 students

Additional accommodation is available for:

a. 15 to 20 senior citizens in the main floor of the staff residence.

b. One chaperone on each of the top two floors in the new wing.

c. Staff in the matron's suite of the staff residence, and in the two new small houses.

The full complement of 350 students cannot therefore be reached until additional dormitory accommodation for 200 students is built. This building would cost about $350,000 and once built would permit an immediate build-up to 350 students. We recommend construction of this building during the interim phase.

4. Space Utilization

Following is a projection of space utilization of the existing premises during the first five-year planning period.

Accommodation	Use	Area Required (sq. ft.)
a. New Wing		
- Basement	locker storage	1500
	supplies	500
	Commercial workshop	2000
	Community Service workshops	3000
- Ground Floor	Science lab	700

	Board Room	500
	Library/References	400
	Offices - private	2000
	- general	600
	Reception	700
	Toilets	500
- Second Floor	Residential	4000
	Bathrooms	450
	Toilets	350
- Third Floor	Residential	4000
	Bath Rooms	450
	Toilets	350

b. Old Wing

- Ground Floor	Home Economics (Kitchen)	4200
	Cafeteria & Auditorium	3800
	Toilets	200
	Offices	300
- Second Floor	Classrooms	4100
	Study Rooms	600
	Toilets	250
	Office	100
- Third Floor	Classrooms	2700
	Study Rooms	600
	Toilets	250
	Office	100
	Attic Storage	900
- Fourth Floor	Classrooms	2000
	Toilets	100

c. Snookwa

- Ground Floor	Industrial Work-shop	600
	Arts & Crafts	1200
- Second Floor	Arts & Crafts	1200
	Kitchen	300
	Toilets	300
- Attic	Storage	1000

d. Garages	Industrial Workshop	2000	
e. Staff Residence			
- Ground Floor	Residential	2350	
	Lounge/Library	1350	
	Kitchen/Laundry	300	
	Storage	150	
	Toilets/Bath	300	
- Second Floor	Residential	2200	
	Storage	100	
	Toilets/Bath	300	
f. Houses			
- Large House	Residential	2000	
	Lounge	500	
	Toilets/Bath	300	
- Old House	Residential	800	
	Lounge	400	
	Toilets/Bath	200	

F. CAPITAL COSTS

Estimates of Capital expenditures required during the first five years are summarized below.

1. Renovations	Initial	Interim
a. New Wing	$	$
- Baths, showers	6,000	-
- Offices	2,000	5,000
- Science lab, workshops	-	7,000
b. Old Wing		
- Fire Protection	14,000	-
- Electrical fixtures	9,000	-
- Main floor alterations	10,000	3,000
c. Other Buildings		
- Houses	2,000	7,000
Snookwa workshops	2,000	8,000
- Garages workshops	-	5,000
- Staff Residence	1,000	-
Sub Total	$ 45,000	$ 35,000

2. Improvements

a. Fire Protection	$ 5,000	$ -
b. Bedroom Furnishings	20,000	20,000
c. Roads & Parking	-	10,000
d. Sewerage	-	20,000
e. 200-bed Dormitory	-	350,000
Sub Total	$ 25,000	$400,000

3. Programs Equipment

a. Arts & Crafts		
- small tools	$ 2,000	$ 5,000
- handicraft items	3,000	10,000
b. Community Development		
- aides	2,000	10,000
library	1,000	2,000
c. Social		
- books & aids	3,000	10,000
- sports field	2,000	3,000
d. Academic		
- teaching aids	3,000	8,000
- library	2,000	10,000
e. Vocational		
- equipment	2,000	12,000
- office machines	3,000	16,000
f. Senior Citizens		
- furnishings	1,500	3,000
- library	500	1,000
g. Laundry Equipment	10,000	40,000
Sub Total	$ 35,000	$130,000

4. Research & Assistance

a. Education Research	$ 10,000	$ 75,000
b. Socio/Economic Study	20,000	100,000
c. Professional Services	20,000	100,000
Sub Total	$ 50,000	$275,000
Estimated total capital expenditures:	$155,000	$840,000

Additionally, the laundry requires working capital of $35,000 for the initial phase and $35,000 for the interim phase which can be

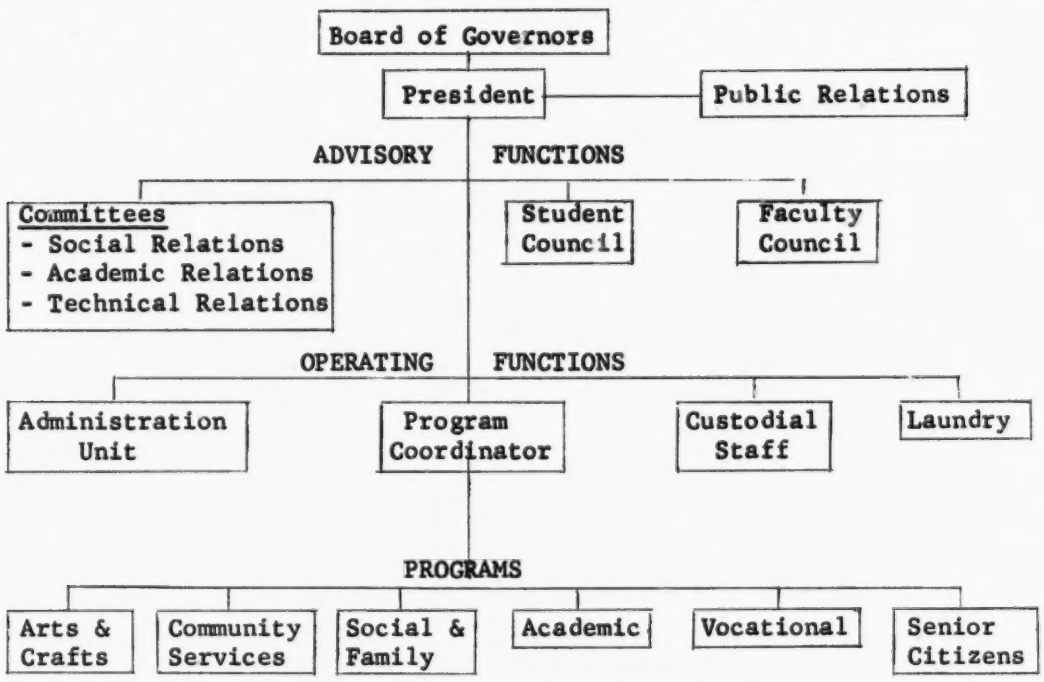
provided by loans. An additional capital expenditure of $50,000 will bring the laundry capacity up to 5,500 lbs. per day. Further expansion beyond this capacity is possible but financing of these costs should be considered when the laundry business reaches that level of capacity.

IV. ADMINISTRATION OF THE CENTRE

The organization and estimated operating costs for administration of the Coqualeetza Indian Center are set out herein.

A. ORGANIZATION OF ACTIVITIES

The following form of organization is suggested for managing the activities of the Center.



Basic responsibilities for the major functions are:

1. Board of Governors

This Board will be responsible for approving the long-term objectives, policies and programs of the center, and for reviewing

and approving budgets and major financing. The Board will establish the society by-laws, arrange for the election of officers, and for appointment of the president.

2. President

The president is responsible to the Board for providing leadership for the Center, for developing objectives and plans, and for conducting public relations. The president will budget for and control the operations of the Center, and will be responsible for safeguarding the assets of the society.

3. Advisory Functions

The advisory functions comprises committees and councils that advise the president on operating matters.

a. Committees will be organized to handle social relations, academic relations, and technical relations. The committees will permit members of the staff and students to participate in formulating policy for operation of the Center for cultural, educational, vocational, administrative, and community activities. Representatives from these three committees will meet regularly with the program coordinator and with the president to develop overall program and curriculum plans.

b. The Students Council

This council will be concerned with social and welfare problems of the students and with development of recreational and social programs at the Center. This council will be concerned primarily with matters affecting family life at the Center.

c. The Faculty Council

This council will consist of faculty members and it will advise the president on matters relating to: academic procedures, technical information, vocatinnal training, apprenticeship requirements, professional examinations and licences.

4. Operating Functions

Operating functions at the Center comprising the main activities are:

a. The administrative unit is responsible for correspondence, admissions procedures, receipt of money and payment of accounts, and other similar administrative functions.

b. The program coordinator supervises and coordinates the six major programs each of which will be directly supervised by a program principal.

c. The custodial staff is responsible for janitor services, maintenance of building and equipment, the dietary services, and other similar maintenance functions.

d. The commercial laundry business is under direction of a laundry manager.

B. BOARD OF GOVERNORS

The selection and composition of the Board of Governors is an extremely important task as this group has major responsibility for operating the Center. Composition of the Board should reflect the aspirations of the Indian people and provide guidance in widely diversified areas. The following Board composition comprising nine members is proposed:

1. The president of the Center.

2. One representative from each of the following Indian organizations: the Indian Homemakers, the Union of B.C. Indian Chiefs, the South Vancouver Tribal Federation, the North American Indian Brotherhood, the North Coast District Council, and the B.C. Association of Non-Status Indians.

3. One representative each from the faculty council and from the student council.

Additionally, the Board can be assisted by an advisory group selected by the Board from areas such as: academic, economies, law, politics, and industry.

The Board will be constituted as follows: the six Indian organizations will have primary responsibility for appointing their six representatives and providing for their replacements; these six members will in turn appoint the president. The remaining two members comprising the two council members will be appointed by the faculty and by the students.

The Board will have functional responsibility for programs at the Center to the six Indian organizations. Monetary responsibility is to the federal interdepartmental committee that will have prime

responsibility for funding the Center.

Formulation and appointment of the Board of Governors is an item of urgent priority.

C. LEGAL IDENTITY

A legal identity is needed to assume control of the Coqualeetza property and to be responsible for operating the entire Center. The laundry company will be a wholly owned subsidiary of the Center.

The legal identity of the Center, a non-profit association, will have responsibility for a multi-purpose complex and it should be constituted so the programs will qualify for support from the federal and provincial governments.

Coqualeetza financing will not be based on the usual property tax assessment base, but rather it will receive support from the two senior governments, from admission fees, from profits in operation of the laundry business, and from fees assessed the senior citizens.

The Coqualeetza Indian Center will be unique in that a precedence for its operation has not been established. The Center in order to qualify for federal and provincial funds may therefore require passing of special enabling legislation by both governments so that it can be operated in perpetuity.

Creation of the legal identity is an item of urgent priority to be accomplished by early summer. A lawyer should be convened immediately to review the full legal implications and to pursue creation of the desirable legal identity.

D. FACULTY AND STAFF

An outline of the numbers and suggested salary levels of the staff required in the initial and interim phases follows:

ESTIMATES OF FACULTY & STAFF

Function	Initial	Interim	Salary Level
1. President			
- President	1	1	$ 20,000
- Secretary	1	1	5,000
2. Admin. Unit			
- Chief clerk	1	1	8,000
- Stenographer	1	2	5,000

- Bookkeeper	1	1	$ 6,000
- Clerk	-	1	4,000
3. Programmes			
- Coordinator	1	1	16,000
- Principals	2	5	14,000
- Instructors	-	8	10,000
- Nurse	1	1	7,000
- Ward Aide	1	3	4,000
- Community Workers	2	6	6,500
- Craftsmen	1	3	6,000
- Typist	1	2	4,000
- Clerk	-	1	4,000
4. Custodial Staff			
- Chef	1	1	$ 7,000
- Cook	1	2	5,000
- Maids	1	2	4,000
- Janitor	1	1	4,000
- Engineer	2	5	7,000
- Watchman	1	2	4,000
- Storeman	-	1	5,000
5. Laundry			
- Manager	1	1	7,000
- Male Help	1	1	6,000
- Women Help	5	5	4,000
- Driver	2	2	6,000
Totals	30	60	

These staff levels will be the targets to be achieved by the com pletion of each of the two phases: thirty persons by the end of the first year, costing about $200,000.00 per year, and sixty persons by the end of the first five years, costing about $400,000 per year. The average wage costs during these two periods likely will be:

Initial Phase wage costs		$ 135,000
Interim Phase wage costs	- total	$1,200,000
	- per year	300,000

E. COMMUNICATIONS

Good communications is an important function of any organization. The Center will be most concerned in establishing good means for

internal Center communication, and for external communication with Indians throughout the province and with the non-Indian community. Extensive public relations work, the primary responsibility of the president, will be directed toward building a good image of the Center for residents of the surrounding community and for citizens of the province generally.

Community development workers, operating from the Center, will maintain constant liason with Bands throughout the province and will confer with Indians on matters such as social and family services, educational opportunities, provincial and federal government services. Internally, the students council and the faculty council will be active in their respective areas so that the president, faculty and staff will be constantly aware of problems faced by residents at the Center.

V. STRUCTURE OF PROGRAMS SUPPORT

This section describes generally the structure of support for the Coqualeetza programs that might be expected from the three levels of government, from Indian organizations, and from volunteer agencies.

A. FEDERAL GOVERNMENT

A number of Federal Government departments can become involved in the support of the Coqualeetza Center and this indicates the need for programs support coordinated by an inter-departmental committee at a senior level.

1. Secretary of State

Coqualeetza programs will primarily be of a social, cultural and educational nature for people of Indian ancestry including non-status Indians. The Citizenship Branch, Secretary of State, can be expected to participate to a major extent in the social and cultural content of the programs.

Areas of potential support from this department are:

a. Communications projects to promote the economic and social development of Indian people.

b. Grants for special conferences and seminars, support of cultural and social activities, cultural research, adult education, travel and exchange programs.

c. Provision of research and reference materials in business organization, economic development and cultural activities.

The Coqualeetza project provides considerable employment potential both at the Community Center, and in the training and up-grading of people to further their employment potential in the general labour market.

3. National Health and Welfare

The Department of Health has three short-term experimental programs that could apply:

a. The Health Grants Program could provide funds for training of family workers and for an Indian health improvement program.

b. The Welfare Grants Program could support community development and care of senior citizens.

c. The Fitness and Amateur Sports Program could support conferences and leadership training in recreation, and provide funds to build a recreational center.

This department could support the activities of health liason officers, recreation workers and public health workers operating from Coqualeetza.

4. Manpower and Immigration

This department could purchase occupational training programs that prepare students to enter the general labour market. Assistance can be provided also in travel allowances and in support of job-placement and follow-up counselling services.

5. Indian Affairs and Northern Development

This department could provide a wide range of support, in both capital and operating costs, in: cultural affairs, community development, economic development, and educational development. Service contracts could be provided for the professional services necessary to support programs relating to education, economic and social development, cultural activities and a handicraft industry. Funds could be provided for administering community development programs, for development of cultural/handicraft activities, for purchase of

artifacts for an Indian museum, and for educational and community counselling services.

Generally, this department could provide funds for programs relating to social and academic relations, technical and economic development, academic and vocational training, care of senior citizens, legal and business problems, and could guarantee any loans required for economic development.

6. Urban Renewal and Housing

This department could share in the capital costs of a new dormitory and in renovations to the existing facilities. It could also provide support for resources personell in areas related to housing, urban development and community planning. It could also support training programs in the building trades and in community planning.

7. Central Mortgage and Housing Corporation

This department could share in the cost of new accommodation and could provide research grants for projects pertaining to shelter of Indian peoples.

8. Justice

The Solicitor G neral Branch, Department of Justice, is interested in activities relating to the prevention of crime and in the rehabilitation and parole services provided inmates released from correctional institutes. This branch could support rehabilitation programs relating to job placement, job training and retraining, social adjustment counselling, and related research programs.

9. Labour

This department could provide educational materials and support research programs in labour/management problems, labour union organization, worker mobility, and cultural activities that result in job pooprtunities.

10. Fisheries and Forestry

This department could support educational programs relating to the utilization of natural resources, the biological sciences, employment and business opportunities in hunting and

fishing, mining activities, and utilization of the forest resources. This department might consider supporting Indian cooperatives to develop natural resources, i.e., forestry and fish, located on Indian reserves.

11. Agriculture

This department could support educational programs in: utilization of agricultural resources, ecological control, soil testing, basic surveying, and the geological sciences.

12. Consumer and Corporate Affairs

This department could provide support for programs relating to the economics of consumption, development of cooperatives, household technology, the provincial and national economy, business organizations, and family and community living. The department may provide support for social, cultural, and economic research programs relating to consumption practices on reserves.

13. Canada Council

The Canada Council could support Coqualeetza research programs relating to encouragement of art activities, and to the growth of the social sciences and the humanities.

14. Company of Young Canadians

The Company of Young Canadians could provide resource people to work with the community development workers. The Company's work is largely with underprivleged communities and relates to matters of community development and improvement in living standards. Some support funds might be provided by the Company for the travel expenses of the community workers.

B.. GOVERNMENT OF BRITISH COLUMBIA

Outlined herein are a variety of provincial government programs that could support Coqualeetza activities.

1. Revenue Surplus Act

The Revenue Surplus Appropriation Act, 1969, set several funds aside that would be applicable to Coqualeetza:

a. The First Citizen's Fund was created to encourage imaginative and constructive projects in the fields of education, the arts, cultural and recreation affairs, communication and economic improvement among the Indians. Programs of high educational content are given priority.

b. The Psyical Fitness and Amateur Sports Fund provides funds for the encouragement of sports activities and may provide funds for the construction of outdoor playing fields, sports conferences and seminars, leadership development in sports activities, and travel to national or international sports events.

c. The Centennial Cultural Fund provides grants for both Indian and non-Indian alike for the purpose of encouraging cultural activities, arts and crafts industry, and the documentation of native languages and historical events.

2. Education

The Department of Education could underwrite a major portion of the costs, both capital and operating, for programs of a highly educational nature. The academic and vocational training programs should qualify for a major portion of their financing from this department. It may be necessary however, that an amendment to the Public Schools Act be passed for Coqualeetza to qualify for assistance from this department.

3. Social Welfare

The Department of Social Welfare could support programs concerned with care of senior citizens, provision of family services, the community services program, and the social and family services program. Although funds provided by this department normally are paid directly to persons in need of social assistance, the department might underwrite the operating expenses of the community and social activities programs. Additionally, the department might provide allowances for and subsidize the accommodation and the recreation activities.

4. Health

The Department of Health Services could subsidize the operating costs of preventive health programs, and the training of preventive health, family and social workers.

5. Agriculture

The Department of Agriculture and in particular the ARDA branch could particupate in programs relating to the economic opportunities made available to disadvantaged peoples and could support a portion of the overall capital and operating costs.

6. Industry

The Department of Industrial Development, Trade, and Commerce could support research programs that identify industry opportunities on Indian reservations.

7. Recreation and Conservation

This department could support programs to encourage the development of recreational and conservation activities. Many Indian reservations provide excellent opportunities for recreational services industry, and funds for investigating this potential might be provided by this department.

8. Travel Industry

This department could support programs to encourage tourism particularly an arts and crafts industry that would encourage tourists to visit Coqualeetza. This department could support training in catering to service tourists and the tourist industry.

8. Provincial Secretary

The Provincial S cretary's Department could support programs relating to the development of a library and archive, the perpetuation of historical sites, elderly citizen recreation activities, and accommodation for senior citizens.

C. MUNICIPAL SERVICES

Municipal services can be provided by the regional district of Fraser-Cheam, the Chilliwhack District Municipality, and the Regional Hospital District. These municipal services include: fire protection, police protection, sewage facilities, public hospitals, recreation activities, and the maintenance of public roads. Costs for these services will need to be negotiated with

the respective municipalities.

Fire protection can continue to be provided primarily by the armed forces camp at Sardis, but the municipality can be expected to provide immediate back-up service. Other public ammenities including the supply of water, hydro and natural gas, and telephone services will continue to be provided by private concerns.

D. INDIANS

The main supporting services to be provided by Indian organizations will be in long-term planning, and for overall guidance in operation of the programs. Working arrangements can be expected with the following organizations:

a. The National Indian Brotherhood

b. The North American Indian Brotherhood of B.C.

c. The Indian Homemakers Association of B.C.

d. The South Vancouver Island Tribal Federation

e. The Union of B.C. Indian Chiefs

f. The B.C. Association of Non-Status Indians

g. Various individual Indian bands throughout the province.

Additional support, both monetary and resources might be forthcoming from the Indian-Eskimo Association, and from the Resources for Native Progress Association.

E. VOLUNTEER AGENCIES

The objectives of the Education Committee to develop Coqualeetza for the beneift of the Indian people has support from a number of local and national organizations. Some of these organizations are:

1. The Tabor Home Society has expressed their agreement with the objectives of the Indian Education Committee. This society could provide resources people to help in planning for care of the senior citizens.

2. The Council of Women, Chilliwack branch, have indicated their approval of the objectives set by the Education Committee. The Council of Women in a presentation dated May 19, 1970

outlined their views on how the Indians might develop Coqualeetza and their suggestions are similar to the programs outlined in this report. This group could provide resources personell to help in the social and family services program.

3. The Chairman of the Chilliwack General Hospital has expressed his general agreement with the aims of the Education Committee. This hospital could provide resources personell to help in planning the medical and health services.

4. The united Church Women, Fraser Presbyteria have indicated their desire that the Coqualeetza premises be developed for the benefit of the Indian people. It is worth noting that the United Church and its predecessor originally initiated a service to the Indians at this site which provided education services.

5. The Canadian Council of Christians and Jews Inc. have expressed their desire to lend support in research activities pertaining to the use of Coqualeetza. This group might subsequently assist in organizing a private foundation to support some of the activities at Coqualeetza.

6. The Donner Foundation have expressed interest in the Coqualeetza concept and may participate in funding some of the programs.

There undoubtably will be other organizations and volunteer agencies anxious to work for and support the Coqualeetza programs. We recommend that a private foundation be organized to take on the responsibility for funding and building one of the major centers at Coqualeetza, perhaps a recreational/ entertainment complex including auditorium, theatre, meeting rooms, skating rink, curling rink, tennis court and swimming pool.

PROJECT EVALUATION

Benefits and costs of the Coqualeetza programs are summarized herein.

A. PROGRAM SUMMARY

The Indian Center will utilize the Coqualeetza premises with minimum renovations. The accommodation might not be the best for the intended purposes but then education is not always attained under optimum circumstances. Basically, the Indians have the desire to maximize use of the premises without major alterations. A practical approach to use of the Coqualeetza facilities is planned.

The planned programs as planned will achieve the objectives set by the Indian Education Committee. The programs cover a wide field of educational, cultural and community services. The programs are intended to get at the basis of Indian contemporary problems. These problems were identified in terms of social and cultural changes from the stage of withdrawal to an innovative stage followed by self-reliance and self-determination. The programs offered intend to identify and correct these basic problems. Indian self-determination and self-reliance will in the long run diminish the extent of government services now required by the Indian community.

The programs as envisaged are derived from the present needs of Indians. As expertise and experience is gained during operation of the Center, more detailed and appropriate plans will evolve for long-term utilization of the property.

There are no major construction projects envisaged in the interim period other than the need to build accommodation for 200 students.

B. SUMMARY OF COSTS

Estimates of the capital and operating costs required to support the Coqualeetza programs are summarized here.

1. Capital Costs

A summary of the capital costs detailed in Section III previously are:

	Initial	Interim
1. Renovations	$ 45,000	$ 35,000
2. Improvements	25,000	400,000
3. Program Equipment	35,000	130,000
4. Research & Assistance	50,000	275,000
Estimated capital costs	$ 155,000	$ 840,000

Capital costs for the interim period will average $210,000 per year.

2. Initial Operating Costs

Estimates of operating costs required during the first year of operation are summarized below. These costs include the wage costs of $135,000 which were detailed in Section IV previously; these and the remaining operating costs are allocated in so far as possible to the programs in which they will be incurred. Data are given in thousands of dollars.

Program	Wages	Travel & Promotion	Supplies	Other	Total
Arts	5	3	2	1	11
Community	10	5	2	1	18
Social	5	3	1	1	10
Academic	10	2	3	1	16
Vocational	5	1	1	1	8
Sr. Citizen	10	1	1	1	13
Laundry	30	5	5	9	49
General	60	5	30	30	125
Totals	135	25	45	45	250

General supplies costs of $30,000 include provision for food estimated at $1.50 per person per day for an average of 20 staff, 20 students and 5 senior citizens throughout the full year.

Laundry other and general other costs include provision for utilities and maintenance. The custodial staff costs are included within the general wages category.

3. Interim Operating Costs

Estimates of operating costs required each year during the interim period of four years are summarized below. These costs are the average annual expenditure estimated for this period. The wage costs were detailed also in Section IV previously. Data are given in thousands of dollars.

Program	Wages	Travel & Promotion	Supplies	Other	Total
Arts	30	5	4	1	40
Community	30	10	3	1	44
Social	30	10	3	1	44
Academic	35	3	10	1	49
Vocational	25	3	10	1	39
Sr. Citizen	20	1	1	-	22
Laundry	50	13	14	35	112
General	80	10	105	55	250
Totals	300	55	150	95	600

The general supplies costs provide for food estimated at $1.50 per person per day for an average of 100 students, 50 staff, and 15 senior citizens.

4. Total Program Costs

The total annual costs including both capital and operating expenditures are therefore estimated to be:

	Initial Phase	Interim Phase
Capital	$ 155,000	$ 210,000
Operating	250,000	600,000
Total Costs	$ 405,000	$ 810,000

C. PROJECT FUNDING

Funding of the Coqualeetza programs will vary between the two senior governments, the local municipal government, current income (laundry and student fees), loans, and private foundations.

The precise formulae for cost sharing of the various programs should be the subject of negotiations during the summer months of 1970. These negotiations, with the Indian Education Committee in attendence, should identify in detail the funding for the initial phase and in general the funding for the interim phase. Also, a private foundation to support some of the activities should be organized at the same time.

A general outline for sharing of initial phase costs is suggested below as a basis for negotiations. Data are given in thousands of dollars.

Program	Federal		Provincial		
	Capital	Op.	Capital	Op.	Other
Arts	3	6	2	5	
Community	3	12	-	6	
Social	3	5	2	5	
Academic	2	6	3	10	
Vocational	2	4	3	4	
Sr. Citizen	2	7	-	6	
Laundry	5	20	5	-	29
General	70	70	50	40	15
Totals	90	130	65	76	44

D. BENEFITS

Substantial benefits will accrue to Indians, to the surrounding community, to the general public and to governments from operation of Coqualeetza in terms of the programs outlined in this report.

1. Benefits to Indians

Indians will benefit directly from Coqualeetza in:

a. Direct employment at the Center.

b. Indirect employment in being better trained to compete for for jobs outside Coqualeetza.

c. Raising their level of income and consequently their standard of living.

d. Reduction in their reliance upon welfare.

Additionally, indirect benefits in the nature of social and cultural development will result. Indians will have an improved image of themselves, more confidence, and more assurance. With this improvement in self worth comes stability in Indian families and better education for the children of Indian

families. Also, the improved self-image helps to reduce deviate behaviour, delinquency, violence and aggression.

2. Indian Communities

Indian communities will gain the advantages of industry on their reserves (arts and crafts), improved standard of living and social development. With leadership training and effective organization comes initiative, employment and self-reliance. All these lead to general improvement of Indian communities and makes their integration into Canadian society possible according to their design.

3. Sardis Area

The area surrounding Coqualeetza will benefit from the direct Center employment and from the tourist aspects of the Arts & Crafts industry. Eventually, the community can participate in developing a recreation/community center and benefit from an Indian/non-Indian cultural exchange program.

4. The General Public

The general public will benefit politically, economically and socially from the Coqualeetza Center.

a. Political benefits derive from the fact that Canada for the first time will permit and assist Indians to determine their own future within the context of Canadian society.

b. Economically one of the most wasteful investments is welfare and to the extent that Coqualeetza programs attempt to make Indians self-reliant the costs involved can be considered as an investment in human resources- a far better investment than perpetuated welfare costs.

c. Social and cultural benefits derive from creating a situation in which Indians can creatively construct their own future. The structures and the relations in Indian communities will change under the impact of an educational system operated by Indians for the benefit of Indians. The passive characteristics of Indian communities will change into active characteristics by setting an example of how things can be done and organized by Indians.

Generally, the primary benefits are the economic and social values that derive from the upgrading in training, education, and social development of a disadvantaged section of our

population. The main benefits are social and the recipients of the benefit will be the Indian individual, the Indian communities and the Canadian society in general.

E. FEASIBILITY

The Coqualeetza Indian Centre is feasible from a physical and socio-cultural and economic point of view. In a political sense the project is already supported by policy statements of both senior governments. The Federal Government in its statement on Indian policy presented by the Minister of Indian Affairs and Northern Development to Parliament in June of 1969 adopted the following policy, reference page 9 of the White Paper Report.

> "Culture lives and develops in the daily life of people, in their communities and in their other associations, and the Indian culture can be preserved, perpetuated and developed only by the Indian people themselves."

and

> "The government recognizes that people of Indian ancestry must be helped in new ways in this task. It proposes, through the Secretary of State, to support associations and groups in developing a greater appreciation of their cultural heritage. It wants to foster adequate communication among all people of Indian descent and between them and the Canadian community as a whole."

The Provincial Government has expressed a similar policy. The preamble to the report on the First Citizen's Fund by the Honourable Dan Campbell, Fund Chairman, states:

> "To contribute support to projects involved with the advancement and expansion of the culture, education, economic circumstances, and positions of the persons of the North American Indian race who were born in and are residents of the province of British Columbia."

The project is feasible and it can be justified. The project as

planned by the Indians does not anticipate abnormal operating or capital expenditures however, the benefit to be gained by Indians and the community in general are substantial and indeed worth many times the expenditures that will be incurred.

The Coqualeetza programs will require expenditures by both levels of governments. These are expenditures now being incurred in any event in other sectors of the economy to support the lives of Indians. Generally, the economy will therefore not experience any additional costs to governments on account of Indians.

VII. CONCLUSION

The facilities at Coqualeetza can feasibly be used for the programs outlined in this report, and the Indians need to get on with the work of the Center. A schedule of activities required prior to and including the initial phase are:

1. Elect the Board of Governors.
2. Create a legal identity and assume posession of the property.
3. Negotiate public and private sources of financing. Organize a private foundation to support the work of the Center.
4. Commence immediate operations in: academic training, the arts and crafts, and the senior citizen's home.
5. Arrange required management courses for the executive of the Center.
6. Carry out renovations.
7. Commence the commercial laundry business.
8. Complete plans for expanding enrollment to 350 students.
9. Initiate a socio/economic research project to identify the particular needs of Indians as a basis for further planning at the Center.
10. Initiate an education research project to develop the curriculum of courses for the Center.

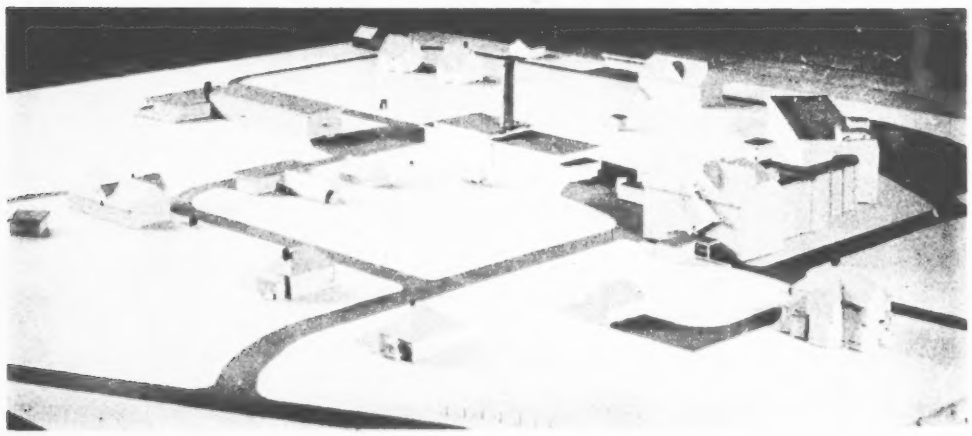
The Coqualeetza Indian Center will provide an opportunity for Indians to achieve self-development and will provide governments with an

opportunity for constructive support of Indians in these plans for innovative development of human resources.

We wish to express our appreciation for the excellent cooperation we have received from the many persons interviewed during the course of this study.

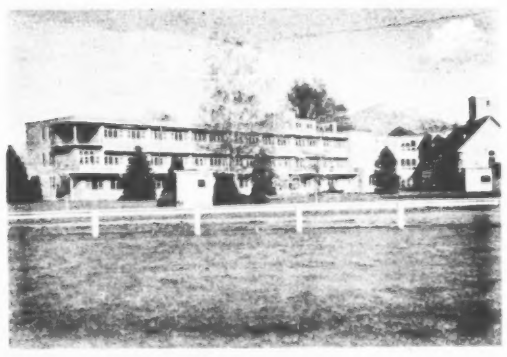
WESTERN CONSULTANTS

G. E. Bissell



MODEL OF COQUALEETZA BUILDINGS

NEW WING, FRONT VIEW



NEW WING, REAR VIEW